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Employee Recruitment and Selection Strategies At Marshal Suryadharma Aerospace University: Addressing Challenges In Improving The Quality Of Education

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Abstract : This study aims to analyze and describe the recruitment and selection strategy of employees at Air Marshal Suryadharma University in facing the challenges of improving the quality of education. The research method used is qualitative research with in-depth interviews and document analysis as data collection techniques. The results showed that Air Marshal Suryadharma University has implemented an employee recruitment and selection strategy that focuses on identifying the qualifications and competencies required for each position. Diversification of the teaching force is also a concern, with an emphasis on the balance between academic background and practical experience. The selection process is conducted through up-to-date methods and in-depth interviews to gauge motivation, interpersonal skills, and commitment to educational development. Onboarding and ongoing training programs are implemented to ensure the integration of new hires and updates on the latest developments in education. Nonetheless, the study also noted challenges, particularly with regard to ethical aspects and recruitment policies. Therefore, this study provides recommendations to pay more attention to ethical aspects and policies in the recruitment and selection process to ensure that the entire process runs in accordance with applicable standard. This research is expected to contribute to a better understanding of recruitment and selection strategies at Air Marshal Suryadharma University and provide a basis for improving the quality of education through effective human resource management.

Keywords: Recruitment strategies, challenges, education quality

INTRODUCTION

Education has a central role in fulfilling human needs and improving the quality of human resources that contribute to the development of a nation. This is due to the fact that education serves as a means to liberate people from backwardness, ignorance and poverty. Education occupies a crucial position in the progress of society in a country. This is in accordance with the National Education System Constitution No. 20 of 2003 article 1 paragraph 1, which states that: "Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to

have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation and state.

Higher education is the main foundation in the development of superior and competitive human resources. In this era of globalization, universities are at the forefront in producing individuals who have the skills, knowledge and character to answer the challenges of the times. Dirgantara Marsekal Suryadharma University (UNSURYA) as one of the higher education institutions in Indonesia plays a strategic role in providing quality education. To achieve this goal, human resource management, including the employee recruitment and selection process, is a crucial element in responding to the dynamics of educational development.

In the midst of global competition, Indonesia strives to improve the quality of its higher education. Continuous education reforms carried out by the government require universities to innovate in providing education that is relevant to the needs of the times. This creates its own pressure for UNSURYA to continue to improve the quality standards of its education in order to compete at the national and international levels. UNSURYA, as an educational institution that is closely related to the military, has a great responsibility in producing graduates who not only have academic excellence, but also high leadership character and discipline. Therefore, the recruitment and selection strategy of employees at UNSURYA becomes very important because it is directly related to the agency's ability to achieve its mission in educating and shaping student character.

Along with technological advances and global dynamics, UNSURYA is faced with various challenges in improving the quality of education. One of the main challenges is ensuring the sustainability of relevant curriculum implementation, quality research, and competent human resource development. This requires a team of teaching and administrative staff who excel in competence and commitment to meet these challenges. The strategy of recruitment and selection of employees at UNSURYA is not merely to cover the organizational needs in terms of numbers, but rather to obtain individuals who have a vision in line with the mission of this university. An effective recruitment and selection process will bring in individuals who not only have academic expertise, but are also committed to contributing to curriculum development, research, and community service.

Employee recruitment and selection strategies at UNSURYA must be carefully planned and implemented to address the specific needs of the institution. In addition, the strategy must also be in accordance with UNSURYA's vision and mission, which emphasizes the quality of character-based education and leadership. Successful implementation of these strategies will create an academic environment that supports the development of student potential and the achievement of agency goals (Rahmati et al., 2014). The importance of employee recruitment and selection strategies at UNSURYA also requires full support from various stakeholders, such as the government, alumni, and the industrial world. The synergy between agencies, stakeholders, and related parties will create a higher education ecosystem that supports the growth and development of UNSURYA as an excellent institution in producing the best cadres.

In facing various dynamics and challenges in improving the quality of education, UNSURYA through a mature and sustainable employee recruitment and selection strategy will be able to make a significant contribution in achieving the goals of quality, relevant, and competitive higher education.

LITERATURE OVERVIEW

Strategy can be defined as a process that involves planning, methods, and efforts deployed by the highest leadership with a focus on achieving the long-term goals of an organization. The understanding of strategy according to Fattah and Ali, as explained in Yusuf Hadijaya's book, describes strategy as the art of utilizing the skills and resources of an organization to achieve goals through effective relationships with the environment, especially in the most favorable conditions. Thus, strategy becomes the basic framework that guides

an organization to be sustainable by adjusting to its environment (Hadijaya and Yusuf, 2017).

Management comes from the word "manage". Etymologically, the word management comes from Italian, namely "maneggiare", which means "to control". The term was originally used mainly in the context of controlling horses, and the word "maneggiare" itself comes from the Latin "manus", which means hand. Subsequently, the word was influenced by the French "manage", meaning horse ownership (which is a translation from the English meaning the art of controlling horses). The English term "manage" itself has Italian origins. The French language then adopted this word as "management", which means the art of carrying out and organizing (Masram & Mu'ah, 2015).

According to Terry and Franklin, management is a process consisting of a series of actions of planning, organizing, implementing, and monitoring. This process is aimed at determining and achieving predetermined goals using various human resources. According to Ricky W. Griffin, the definition of management is a series of activities of planning, organizing, coordinating, and controlling resources with the aim of achieving goals effectively and efficiently.

Human Resource Management (HRM) plays a very significant role in achieving the goals of an organization. Generally, company leaders expect that each employee can provide optimal performance in carrying out the tasks that have been given. The company's awareness of the importance of Human Resources (HR) as basic capital in the development process, both corporate and national, shows that the development and direction of HR quality needs to be continuously carried out in order to achieve predetermined goals (Gomes and Faustino, 2010).

Various activities in human resource management include human resource planning, procurement, direction, development, maintenance, and dismissal. The purpose of this series of activities is to manage human resources in an effective and efficient manner. As one of the elements in human resource management, recruitment and selection are very important activities.

According to Hasibuan (2008), management is explained as a science and art involved in managing the process of utilizing human resources and various other resources in an effective and efficient manner, with the aim of achieving a certain target. This understanding illustrates that management involves scientific and artistic aspects, where a manager needs to find ways to optimize the use of resources owned so that company goals can be achieved.

Samsudin (2010) management is the process of working with people to achieve organizational goals through the implementation of planning, organizing, preparing personnel or staffing, directing and leading, and supervising. Meanwhile, G. R Terry's view (Samsudin 2010) states that management is a typical process, consisting of planning, organizing, mobilizing and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other resources.

In other words, both definitions describe management as a series of activities that include planning, organizing, mobilizing, and controlling. Managers are expected to direct human and other resources effectively to achieve organizational goals. This concept emphasizes the importance of the manager's role in managing resources holistically to support the achievement of an institution's targets.

Recruitment, as explained by Malthis (2001), is a process of gathering a number of qualified applicants in accordance with the needs of the company, to be hired. This recruitment process has the main benefit of being "the right man on the right place", where it becomes a guideline for managers in placing workers in various positions within the agency. In this context, recruitment and selection is not only an obligation, but also a very crucial

strategy for the company. The quality of human resources obtained through a good recruitment and selection process will have a positive impact on the overall performance of the organization. Therefore, agencies need to ensure that this process is carried out carefully and purposefully.

The importance of HR management, especially through recruitment and selection activities, lies in the fact that qualified human resources can make a major contribution to the achievement of organizational goals. By engaging a workforce that matches the required qualifications and competencies, agencies can improve their operational effectiveness. Therefore, continuous efforts in developing and directing human resources become a long-term investment for the growth and sustainability of the agency.

Recruitment is a process of gathering potential employee candidates with the aim that they can submit job applications according to the available vacancy positions. Meanwhile, selection is a step to determine which candidates are finally selected based on certain criteria (Snell and Bohlander, 2010). The implementation of recruitment and selection can be done after the relevant manager uses job analysis to identify the characteristics and criteria of the desired individual for a particular position to be filled (Landy and Conte, 2013).

Optimally, a recruitment process aims to gather detailed information about candidates who are considered potential candidates for further screening (Alonso, 2014). Thus, company representatives acting as recruiters can easily select potential candidates at any time according to the company's needs. In practice, the various instruments and techniques applied in recruitment must be tailored to the characteristics of the targeted candidates, to ensure that they feel interested in responding to the job advertisements that have been prepared. Of course, the hope is that prospective candidates feel motivated to apply for the position that is needed.

RESEARCH METHODS

This research uses a qualitative approach with analytical descriptive principles which is a method that aims to analyze and explain events or problems that are happening based on the latest and relevant literature (Ansori, 2019). As for the type using a case study, this approach was chosen to examine challenges related to the impact of transformational leadership on the performance of UNSURYA lecturers and administrative staff based on sources that have relevance.

RESULTS AND DISCUSSION

Universities are higher education institutions that have a strategic role in producing quality and competent human resources. To achieve this goal, it is important for universities to have an effective employee recruitment and selection strategy, given the important role of lecturers and education personnel in shaping the quality of education. In facing increasingly complex challenges, this strategy must be able to attract, select and develop human resources that can meet the needs of higher quality education.

Human Resource Development (HRD) can be presented as a series of organized and systematically planned activities, aimed at facilitating employees with the necessary skills to meet job requirements, both at present and in the future. According to Wherther & Davis, as cited by Kaswan (2011, p.16), "the purpose of human resource management is to increase the productive contribution of people to the organization in a strategically, ethically, and socially responsible manner." Wherther & Davis also explained that HR management is the study and practice of personnel management.

Notoatmodjo (2003, p. 4) describes HR development as the process of planning education and training, as well as managing the workforce or employees in order to achieve optimal results, which can be in the form of services, goods, or finance. Thus, HR development is not only concerned with improving individual skills, but also includes aspects of personnel management and strategic planning to effectively achieve organizational goals.

Increased demands on organizational performance encourage improvements in Human Resource (HR) development practices, including improvements to the concept of HR development. Vince (2004, p. 12) states that HR development is an effective and efficient planned effort to organize learning and change. In this perspective, the concept of HR development is directed towards a governance framework built on the concept of systems.

In the HR development process, there is an integration of activities that are harmonized through structure. HR development is a manifestation of awareness of the strategic role of HR, which is changing. Governance that views HR as a strategic element can bring positive changes. However, in reality, only a small part of HR development is placed in a strategic position. Most HR development practices are more likely to be based on a paradigm that places HR at an administrative level to meet day-to-day operational needs.

The growth of the concept of Human Resources (HR) development in educational institutions is not in line with the development of theory. Practice in educational institutions is a paradox that is common in higher education institutions. The concept of Human Resource Development (HRD), as described by Swanson and Holton (2008, p. 4), which states that "HRD is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance," tends to be only a theoretical study without real application.

When conducting HR development, the institution is actually optimizing the functions of Human Resource Management (HRM) as a strategic partner of the institution. Unfortunately, this condition should be an existing condition in higher education institutions, but in reality it is still not achieved.

Challenges in Higher Education Employee Recruitment and Selection

Universities are faced with various challenges in finding and selecting qualified teaching staff. Global competition, technological developments, and diversification of educational needs are some crucial factors that require special handling. Global competition encourages universities to think of recruitment strategies that can reach prospective employees from various backgrounds and countries. Universities need to build a strong image, whether through social media, websites, or international cooperation to increase their attractiveness (Hanifah, 2021).

Technological developments pose a challenge in adjusting to the need for human resources with up-to-date skills. Universities need to ensure that recruitment and selection processes include an evaluation of technological capabilities and an understanding of digital education trends. Diversification of educational needs is also a challenge that needs to be addressed. Universities need to be able to identify candidates who can contribute to a more inclusive and adaptive approach to education for students (Setiawan & Lenawati, 2020).

Effective Recruitment and Selection Strategies

To overcome these challenges, universities can implement a number of strategies that can improve the effectiveness of employee recruitment and selection:

First, the use of technology in the recruitment process can expand the reach and create a more efficient process. The use of digital platforms, online tests and virtual interviews can reduce costs and speed up the selection process.

Second, the development of networks and cooperation with relevant industries and institutions can help universities gain access to candidates who have practical experience and skills that match the needs of the workforce.

Third, increased transparency in the selection process can create trust among prospective employees. Providing clear information on selection criteria, stages of the process, and expectations from universities can help candidates prepare better.

Fourth, soft skills development is an important part of the recruitment and selection strategy. In addition to technical skills, universities need to pay attention to interpersonal, leadership, and collaboration skills as important aspects in shaping a dynamic academic environment (Atikawati and Udjang, 2016).

CONCLUSION

Employee recruitment and selection strategies in educational institutions, such as universities, are very important in achieving the goal of improving the quality of education. The conclusions derived from the above discussion are:

1. Relevance to Educational Objectives: Recruitment and selection strategies should be in line with the university's vision and mission to ensure that recruited employees have competencies and values that match the needs and goals of education.
2. Quality of Teaching Staff: The selection of qualified teaching staff is crucial in improving the quality of education. Qualified lecturers can have a positive impact on students' learning experience.
3. Diversification of Human Resources: Addressing the challenges in improving the quality of education also requires diversification of human resources. An inclusive recruitment strategy can bring diverse talents and perspectives that can enrich the academic environment.
4. Updating Selection Methods: Updating selection methods, including the use of sophisticated and relevant assessment tools, can help ensure that only individuals with the best qualifications and dedication are selected.
5. Continuous Training and Development: After recruitment and selection, it is important to provide ongoing training and development to employees to keep them relevant to the latest developments in the field of education.

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